



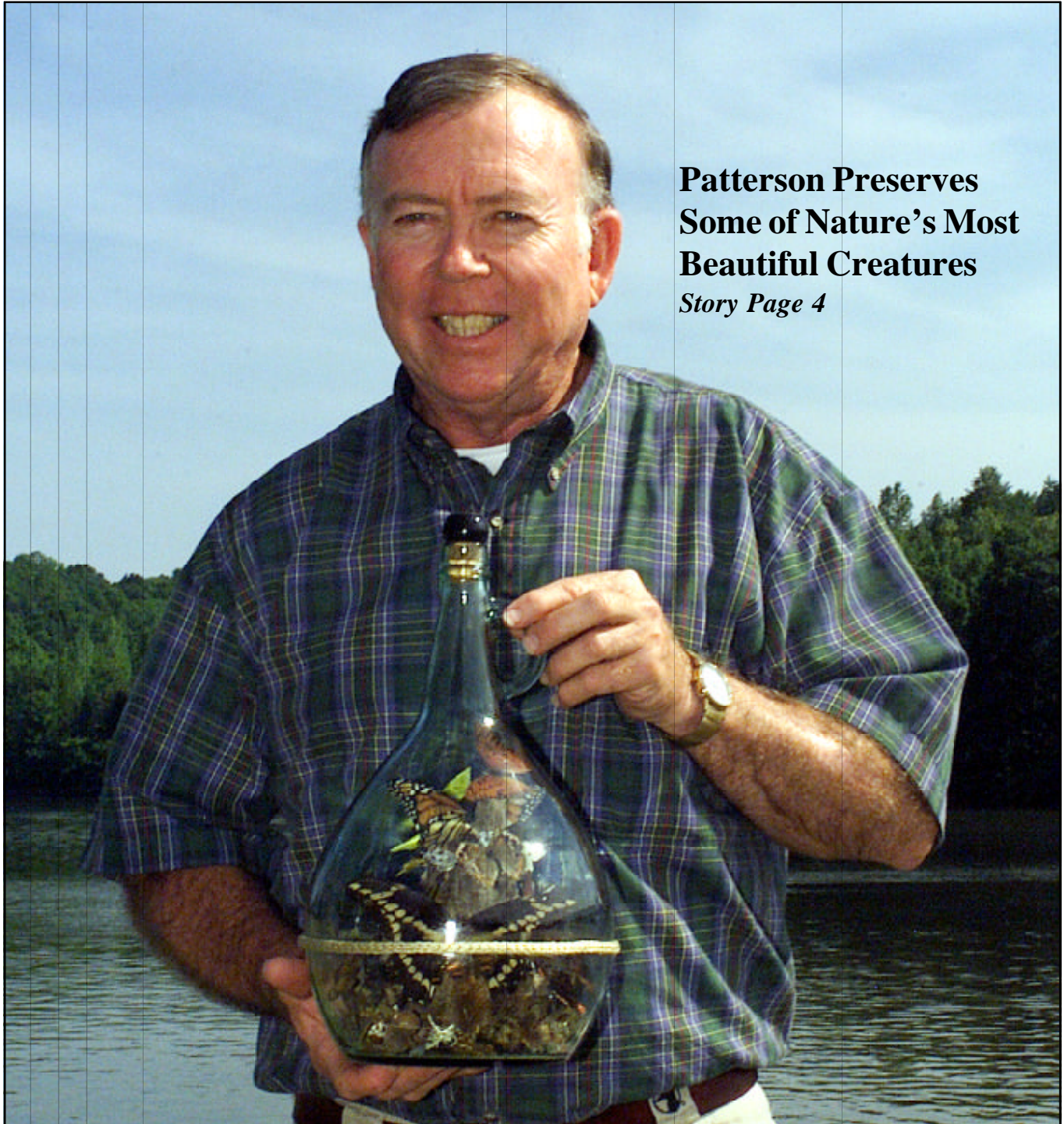
US Army Corps
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Nashville District

DistrictDigest

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May 2001



Patterson Preserves Some of Nature's Most Beautiful Creatures

Story Page 4

Lieutenant Colonel Pete Taylor Thoughts From The Trail...



Hello Nashville. It seems like just last week that I was writing my column for the April edition but a month has passed quickly and it's again time to update you on significant activities in the District.

There are two initiatives that I'd like to mention in this edition. First, we announced this week that we intend to restructure Operations Division to consolidate some functions — specifically our Physical Support Branch and Locks Section into a single Navigation Branch. This new structure should provide better synchronization of our navigation efforts, be more cost effective, and be more responsive to the field. Our intent is to implement the new structure effective Oct. 1, 2001. As part of this restructuring, we have authority to consider voluntary separation pay (VSIP) for up to six personnel. John Restey and the Human Resources staff have the details about VSIP eligibility and how to apply. The message I want to leave with you about this restructuring is that we're implementing it for business reasons — to become a more efficient and effective organization. The District program and future are bright and I'm excited about the possibilities — Kentucky Lock, hydropower rehabs, and a diverse Continuing Authorities Program to name but a few.

The second initiative is that we'll soon implement random drug testing for

designated positions in the District. The purpose of this program is to provide a drug-free and safer workplace. The majority, if not all, of the positions that are subject to testing are in Operations — personnel who work at our locks, on the fleet, and in our power plants. If you are affected by random drug testing, your supervisor should have discussed this change with you along with how we intend to implement the program. I know there is some concern about this program, particularly about the possibility of a "false positive" reading. In response, I can tell you that I've been subjected to random testing in the Army for more than twenty years and that I'm comfortable with the procedures that are used. I am confident that this will also be the case as USACE implements drug testing. Further, the senior leadership and I are committed to working closely and in partnership with our union as we finalize procedures for implementing this program.

Last week, I had the opportunity to participate in a Kentucky PRIDE event along with Congressman Hal Rogers, EPA Administrator Christine Todd Whitman, and USACE's Director of Civil Works, Maj. Gen. Hans Van Winkle. This was a great opportunity to showcase our outstanding work in eastern-Kentucky, both flood control and environmental projects. Governor Whitman and Congressman Rogers were impressed by the magnitude



of our efforts and more importantly, by what our work has meant to the residents of the area. Jay Sadler, Tom Hale, Ed Evans, Mike Swing, and Dave Treadway deserve recognition for all they did to plan and support this two-day event — it went superbly thanks to their hard work. More importantly, to all involved with our Sections 202 and 531 work, particularly our team in eastern-Kentucky, J.C. McDaniel, Lois Smith, Anita Taylor, Danny Ferrell, Jacque Worley, Tom Morgan, Kathy White, Lisa Jerrell, Ted Pace, Tommy Clayton, and Orville Wicker, your efforts are recognized and sincerely appreciated. You've made a huge difference in peoples lives!

Gary House reports that our Nicaragua work is progressing well and that we should complete our efforts by the end of the calendar year. USAID, our customer, has been so impressed with our efforts that they've asked us to perform additional work beyond that specified in our original

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Mike Patterson, Cheatham Lake resource manager, holds one of his "Bugs in a Bottle" creations. Over the last 25 years, Patterson has made over a hundred of these bottles filled with butterflies. Now how does he get that wood in there?

New Vision Adjusts Direction Of Corps

by Bill Peoples

The Chief of Engineers, Lt. Gen. Robert Flowers, recently published a new Strategic Vision for the U.S. Army Corps of Engineers. The new vision refines the Vision introduced by Lt. Gen. Joe Ballard three years ago.

The new Vision describes the Corps as “the world’s premier public engineering organization responding to our nation’s needs in peace and war. A full spectrum Engineer Force of high quality, dedicated soldiers and civilians: trained and ready; a vital part of the Army; dedicated to public service; and an Army values-based organization.”

As part of the vision, there are three strategic goals: People, Process, and Communication.

The People goal focuses on the efforts the Corps will undertake to recruit and retain a world-class workforce. It emphasizes teamwork to deliver projects and services, continuous learning, and leader development. “People are the foundation of the Corps,” said Flowers. “Your individual and daily commitment to the Corps is an unwritten contract of faith. This ‘contract of faith’ is reciprocal. It essentially states that in return for commitment of time, energy, talent, intelligence, creativity, and so on, the Corps will provide exciting and challenging work, the environment and tools for professional growth and development, and the empowerment for success.”

Process is the second strategic goal. It recognizes that the Project Management Business Process is the standardized business process with the Corps. It also

challenges the Corps to operate as “One Corps,” regionally delivering quality good and services.

“Under the new vision, all work is identified as a project and would fall under the Project Management Business Process,” said Dave Day, deputy for Project Management, Nashville District. “The way I would describe the mechanism for carrying that out is there will be a person in charge of that work. Whether you call that person a project manager or program manager, that person will be responsible for accomplishing the work. He or she will have a plan for how that work will be carried out. That plan will be subject to some kind of review and approval process. There might be a team of people associated with carrying out project plan. The manager will be responsible for periodically reporting on how that work is being carried out. There will be a way of measuring it to see that it is being done correctly or adequately and to make sure we have abided by the plan. We would also manage and allocate resources on that basis, and we would monitor the work by a schedule. Whether that work happens to be in engineering, operations, emergency management, the human resources office or wherever that work might take place that process would govern how that work is carried out.”

Communication is the third strategic goal. It recognizes that we must communicate effectively to build what Flowers calls “synergistic relationships.” In order to do this, key messages must be developed that foster understanding of the Corps’ service to the nation; the workforce must be informed and actively engaged in listening,

and must be building effective relationships with external partners, stakeholders and customers; and communication must be integrated into the Corps’ business processes.

“Communication is the key to building synergistic relationships that serve the nation,” said Flowers. “We must be open and honest with our customers. Everyone in the Corps should be ready to communicate what they do. I call it your ‘30 second commercial.’ We must also be ready to listen to our customers. Remember that listening is half the equation. The better we listen, the better we understand, and the better we serve.”

People Process Communication

As part of the Vision, the Chief tasks all Corps employees to do four things: know your job, be situationally aware, be healthy, and treat everyone with dignity and respect.

“These are things I’d like you to do for yourselves,” said Flowers. “First, know your job and I define knowing your job as getting as good as you possibly can at what it is you are being paid to do. If there is a part of your job, which you are not that competent about, I expect you to work on it on your own. Second, be situationally aware. Know what is going on in your office, in the District, in the Division, in the Corps, in this country and in the world. The third thing is to be healthy. Do those things that make you feel good about yourself. And finally, treat everyone with dignity and respect. These are the marks of a positive proactive person and if we have an organization full of positive proactive people there isn’t anything we can’t accomplish.” □

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Patterson Preserves Some of Nature's Most Beautiful Creatures

Story and Photo by Bill Peoples

He's an avid outdoorsman, a fisherman, hunter and hiker. With that much manly activity, one would not expect Mike Patterson, the resource manager at Cheatham Lake, to also be a butterfly collector who preserves them in beautiful dry arrangements mounted in wine bottles.

For almost 30 years, Patterson has combined his creative talents and love of nature to preserve one of the most delicate and beautiful of nature's creatures, the butterfly.

"I've been a lifelong fisherman, but years ago when I was working at Lake Cumberland, the fishing was not too good so I had to come up with a new hobby," said Patterson. "Lake Cumberland is blessed with an abundance of both butterflies and driftwood. Hiking around the lake, I started collecting driftwood, acorns, hickory nuts, moss as well as catching butterflies and began experimenting with all this. A friend had a glass cutter, so I put a couple of bottles together and gave them to family and close friends and the word got out."

People

Patterson's hobby turned into a sideline business, which he worked as time allowed between his Corps jobs and other hobbies. When he moved to Cheatham Lake in 1984, he continued his "Butterfly Bottles" as he



A Giant Sulfur butterfly is shown in this view of one of Mike Patterson's "Butterfly Bottles."

calls them.

"I've kind of cranked it back up recently," said Patterson. "I might make five a year or fifteen a year, depends on the supply and demand. It takes quite a few hours to put one together."

The first step in making Patterson's creations is catching the butterflies, which he does primarily in the spring and summer.

"I'll catch them, freeze them and then spread them on a spreading board and put them in a box a friend made for me," said Patterson. "You have to be careful that bugs don't get to them."

During his hunting and fishing trips, he keeps an eye out for interesting looking driftwood, nuts and moss to use. He puts most of the bottles together in the winter months.

"The most time-consuming part of the process is finding a suitable piece of wood," said Patterson. "I go to Lake Cumberland every year and spend the better part of a day walking the shoreline up there, because it is the best place I've found to look for driftwood."

Next, he finds the bottles he uses. Most of the bottles come from friends, but he has embarrassed his family more than once searching through a garbage dumpster for just the right bottle. He says they called him a "dumpster diver."

"I prefer to use the large-sized light green glass wine bottles," said Patterson. "Winemakers use the green glass because it filters out the ultraviolet rays which preserves the wine. It does the same for butterflies. Clear bottles work but the butterflies fade



One Mike Patterson's older "Butterfly Bottles" sits near his desk surrounded by other natural habitat.

especially if left in a place exposed to direct sunlight. I get bottles from friends and relatives. I look for uniquely shaped bottles. Sometimes the shape of the bottle will be the first thing that catches someone's eye."

Patterson begins the actual process by cutting the bottle in two and gluing the driftwood in place. He positions the driftwood turning it many different times before deciding on the right angle.

"I glue in the driftwood and leave it overnight, then I place the other amenities in there and leave them overnight," said Patterson. "I then place the butterflies, which is the most tedious part and usually takes about an hour. You have to make sure that the butterflies' wings will fit within the bottle. When I'm done placing everything, I seal the bottle and put a piece of rope around it. I let it sit about 24 hours more, and it's done. Overall, I probably spend four to six hours per bottle by the time you gather up everything, dry it out and get everything organized. It takes some planning."

Patterson says a bottle should last at least ten years if it is taken care of. "I've

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See Patterson

McCleskey Recognized for Community Service

Story and Photo by Bill Peoples

Tim McCleskey, chief of the Soils Design and Dam Safety Section, was recently selected as the U.S. Army Corps of Engineers nominee for 2000 Black Engineer of the Year in the Community Service category.

Although he was not selected as the Black Engineer of Year, his strong commitment to community service was noted.

In addition to his leadership, managerial and technical responsibilities with the Nashville District, McCleskey has been very active in the Nashville community through his church, Schrader Lane Church of Christ where he serves as an assistant minister.

"First of all, Tim is our premier geotechnical engineer," said Tom Waters, chief, Engineering-Construction Division, Nashville District. "He is extremely professionally competent and very conscientious. Our technical staff

depends on him for our higher-level geotechnical concerns. He is very busy supervising a staff and being a consultant to the staff, but in addition, he is extremely active in his personal life trying to help others, primarily working with youth through his church. To me it is absolutely incredible the amount of time he spends volunteering to help others. If you read his resume, it is a model for all of us."

Two major programs which McCleskey organized reach out to youth in the community, a Community Tutorial Program and the Summer Enrichment Educational Development Program (SEED).

McCleskey organized the Community Tutorial Program about 20 years ago and serves as its director.

"What we do is tutor children in grades one through twelve focusing primarily on language arts and mathematics," said McCleskey. "This involves recruiting people to do the tutoring," McCleskey explained with a chuckle, "and developing

a program that is effective and helpful to the children. We try to focus on the current studies of the children. We had several thousand children come through the program over the years."

The tutorial program usually has between 75 – 80 children participating during a semester. It is open to any school children in Davidson County. The participants meet with tutors for an hour and a half two times a week.

The SEED program is another program, which McCleskey helped begin nine years ago. It focuses on enriching children by exposing them to many different things during the program. McCleskey is the executive director of the program and is responsible for recruiting the full-time and part-time staff for the program and its overall direction.

"It is open to all the kids in Nashville and we advertise it throughout the community in

schools, churches and local papers," said McCleskey. "This program is for children in grades two through eight. We do several things in the program: Bible study, math, writing, language arts, cooking, map reading, gardening, photography, foreign languages and other areas. So it really is a program to enrich their lives."

The SEED participants are charged a modest \$25 per week fee for the program, which covers the salaries of the full-time personnel. Most of the volunteers come from McCleskey's church, but others who want to teach a particular class or just help are welcome, according to McCleskey.

People

"This year we are going to be really ambitious," said McCleskey. "In the past the program has been about three weeks long. This year we want to expand it to eight weeks because of the interest. It provides a safe haven for the hundred or so participants."

McCleskey is also active in the YMCA Black Achievers Program. It is a program, which encourages young people to reach their potential.

"I work with the engineering cluster group," said McCleskey. "The program exposes the young people to various professions. It is mainly active during the school year and meets at Tennessee State University. The students are given projects to complete and go on field trips to expose them to different careers."

McCleskey is well respected for both his service as an engineer and as volunteer, according to Waters. "Although Tim was not selected as the Federal Engineer of the Year in the Community Service Category, he was recognized as the USACE Black Engineer by Maj. Gen. Milton Hunter, the deputy commander, USACE," said Waters. "After reading Tim's accomplishments in community service, I still don't understand how he did not win this award. This same type of service attitude carries over to the job. Last year on a one-day notice, Tim responded to a need for a dam safety engineer to go to Africa for 30 days to inspect dams. He was part of a national inspection team. Needless to say we are very proud of him." □



Tim McCleskey, chief, Soils Design and Dam Safety Section, was named the 2000 USACE Black Engineer of Year in the Community Service category.

The Corps Crowd

Congratulations to

... Vicky Caldwell, Program Analyst, PPPM, whose son James Crenshaw will be graduating from Hunters Lane comprehensive High School with honors. James will be attending the University of Memphis on an Emerging Leaders Scholarship. He has also received scholarships from the Madison-Goodlettsville Rotary Club, the Kiwanis Club of Madison and Rotary District 6760.

... Airman Patrick Miller on completing Air Force BMT (Basic Military Training) on April 13. He is the son of Steve Miller, hydropower training instructor at Old Hickory Power Plant.

... Four team members in Hydropower who were recently selected for promotions: Randy Crabtree who will move to Old Hickory Power Plant, Ray Duke at Cordell Hull Power Plant, Robert Williams who will move to Laurel Power Plant and John East who will be coming to Barkley Power Plant.

Welcome to

... Lake Barkley's new seasonal ranger Jeff Lasley. Jeff transferred from Buckhorn Lake in the Louisville District.

Patterson

Continued From Page 4

had some bottles for 17 years, but I figure one should last you 12-15 years if you take care of it," said Patterson.

Patterson says the key to making long lasting bottles is keeping the moisture out. "Everything has to be extremely dry, and I'll dry things for maybe a month or longer. The moss I might dry up to a year."

Patterson said the design of each bottle just falls into place. He tries to create a scene in each bottle. He puts at least 12 butterflies in each one using a variety of colors and positioning to catch the eye.

"I'll study the wood once I get it in the bottle and get an idea of how I need to put the butterflies in. I'll lay out all the butterflies I'm going to put in there. I usually use about 12 to 14 varieties in a bottle and try to contrast them. No two bottles are a like, each one is unique."

After making about a hundred bottles over a 25-year span, Patterson is again looking forward to catching butterflies this spring, summer and fall. He says he out of

Farewell to

... Cledus Reeves, lock and dam mechanic at Old Hickory Power Plant, who will be retiring on April 30, after more than 30 years with the U.S. Army Corps of Engineers.

Baby Brigade Congratulations to

... Rob and Melissa Latham on the birth of a bouncing baby boy. Jason Tyler Latham was born April 19, at 11:26 a.m. He weighed 8 pounds, 3 ounces and was 20-1/2 inches long. Melissa is the construction inspector at the Lake Cumberland Resource Manager's Office.

... Gary Harding, lockmaster at Wilson Lock, the proud grandfather of Blake Ross. Blake was born on May 4, and weighed 7 pounds and 7 ounces. Blake's parents are Brian and Michelle Ross.

Sympathy to

... Bill Lanier, shift operator at Dale Hollow Power Plant and Wayne Lanier, operations manager at the West Kentucky Area and on the death of their father, James Lanier. □

bottles right now but may have some available by late summer.

Over the years, the demand for his "Butterfly Bottles" has brought his price up to \$35 per bottle.

"I'll do a custom order, but most people leave it up to me," said Patterson. "I've done them when someone wanted all yellow or all swallowtails or something like that, but most people like the variety."

Some people may look on Patterson's hobby as being cruel to a beautiful creature, the butterfly, but he sees it a different way.

"The way I look at it is butterflies usually live less than a year and I'm preserving them for ten to fifteen years so that people can enjoy them," said Patterson. "Particularly people whom for whatever reason don't get into the outdoors much."

When he is not outdoors firmly gripping a rod and reel or a firearm and looking for the next big catch or trophy, you might find Patterson delicately placing a butterfly on driftwood. □

Thoughts From the Trail

Continued from Page 2

agreement — more than a 10 percent increase in scope. Lately, our team's focus has been on dam safety issues and performing fieldwork at proposed bridge locations. Tim McCleskey, Ken Hull, Aida Jaime, John Hunter, Dennisse Hazell, and Tommy Haskins all recently spent time in Nicaragua. I also need to mention the work by Jocelyn Feliciano, one of our co-op students, and Aida Jaime who along with Randy Wood, the in-country manager translated our dam safety inspection reports to Spanish...nearly a phone book sized document. Well done.

We've been fortunate to not experience flooding like our partners in St. Paul and Rock Island Districts. However, high water on the Mississippi and Ohio Rivers had the potential to impact navigation on the lower Cumberland and Tennessee Rivers. Thanks to great work by our water management section, working closely with TVA, Ohio River and Great Lakes Division, the Coast Guard, and industry, we were able to alter power generation and releases at Kentucky and Barkley so that navigation was only minimally affected. Jim Upchurch, Lester King, Herschel Whitworth, and Carol Lestourgeon, and John Farley deserve credit for this super example of outstanding customer service.

Several other folks who've performed above the call of duty in the past month include Kristal Jones who almost single-handedly solved several contracting and credit card issues for the District; Jerry Kirk and David Loyd who worked through a weekend to solve pump control problems during heavy rain in Muscle Shoals; and John "Butch" Witcher who recently described the importance of water safety while hosting an outdoor recreation radio show.

Let me close this month's edition by reminding you to keep safety at the forefront of all that you do. As we enter the summer season — the time of year when we accomplish most of our construction and maintenance activities and when our lakes and recreation areas are packed with visitors — keep vigilant to protect yourself, your coworkers, and our customers and stakeholders. Until next month, keep smiling and "lead the way, Nashville!" □

New Warehouse Opens at Old Hickory

Story and Photo by Bill Peoples

The new warehouse for records holding and logistic management functions opened recently at Old Hickory Lake. It replaces the old leased facility at Clark Street.

The new Rockland Warehouse is actually a renovated part of a warehouse built during the construction of the Old Hickory Lake Power Plant which is located adjacent to the Electrical Services Unit. Part of the facility is still being used by the Power Plant for storage.

"We went in and gutted the old Natural Resources part of the building and built in the new area now there today," said Mark Hallar, civil engineer, Management Support Branch, Operations Division. "It has a small administrative area for the contractors to work and the rest of the area is split between Information Management for records storage and Logistic Management for equipment storage."

The renovation of the 5,500 sq. ft. portion of the warehouse took about five months at a cost of \$289,855. Aside from replacing the roof, the building was structurally sound, according to Hallar.

Because the warehouse was designed to house records, it has some unique features like a specially designed fire protection system, which will detect a fire in an isolated area of the building and only send the water to that area.

"The sprinkler system is a dry system, which means water only goes up to the control valves," said Hallar. "In the pipes above the ceiling it is dry because above the ceiling there is no heat and you don't want water in pipes, which might freeze, and you don't want water up there in case a pipe leaks, which might damage records."

The new records holding area will make it easier to retrieve stored records and overall is better for the records.

"The new records holding site is much better for us than the old one," said Margie Raybon, chief, Administrative Services Section. "One thing we did was purchase shelving that is specifically designed to hold boxes of documents and they can be accessed from either side. This makes it much more efficient and requires less time pull any particular box."

With a new records holding area a few changes that have been made to the process for having records stored.

"Now what an office will do is contact us, IM-S," said Raybon. "One of us will go and review the boxes. We'll let them know if they are appropriately prepared. If they are not we'll help them get them in the right shape. Only after we've approved them will we contact the contractor, Goodwill Industries.

They are responsible for picking them up and taking them to the warehouse and maintaining them at the warehouse. We are contracting with Goodwill for the warehousing function."

One improvement in the records management area, which is now in place, is a new database.

Process

"We now have a database of all of the boxes in the records holding area," said Raybon. "The database includes such information as date box was placed there, what organization sent the box there and disposition of the box and date of disposition. We'll be able to pull reports of when records need to be reviewed, destroyed or retired to the Federal Records Center. This will be done on a semiannual basis instead of the once every five or ten years basis in the past. We are very excited about that."

On the Logistic Management side, the new warehouse space has changed the process for some excess equipment.

"Now basically the warehouse is for ADP equipment that has to remain under our control until we have a final disposition of, in other words, transfer it to someone else, give to a school or dispose of it," said Walt Petersen, chief of the Logistics Management Office. "If it is a large item, like furniture, we'll now try to coordinate with the handreceipt holder to keep it in place until we can get the turn-in documents so we can take it straight to DRMO or straight to another location if it



Don McMillan (left, back to camera) and Michael Carmichael (right), both contractors from Goodwill Industries, move computers and peripherals to the newly renovated warehouse.

is being transferred."

On the logistics side, special considerations have been made for loading and unloading equipment.

"The logistics section of the building has been caged off so that we can bring a truck in here, load it with property, stage it here and then take it to Fort Campbell," said Randy Myers, on-site manager, Goodwill Industries. "This facilitates security of the property and also the vehicle."

The support for the warehouse involves two contracts with Goodwill Industries, one for the records management and warehousing function and another for the property management and disposal.

"We support both sides of the building through two different contracts," said Myers. "Most of our personnel whether they work under the IM contract or the Logistics contract have access to both sides so we can be more efficient when folks are working up here."

The last word on the warehouse comes from someone who will be working there a lot. "This is great compared to the old warehouse," said Don McMillan, Goodwill contract employee with Nashville District Supply Center. "The warehouse itself is in much better condition and is a better work environment. It is more organized and streamlined. I think the Corps has wisely invested their money in renovating this space." □

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Swor Cited For Work on Ohio Main Stem Study

by Bill Peoples

Tom Swor, team leader for the Planning Branch's Environmental Section, has been the acting team chief, Environmental Production Team, Ohio Main Stem System Study. He recently received a Special Recognition Award from the Louisville District for work he has done on the Ecosystem Restoration Program on the Ohio River.

The Ecosystem Restoration Study began as part of the Ohio Main Stem Study, a comprehensive study of the Ohio River, but it quickly established itself as an independent study, which could be implemented on its own, according to Swor.

The study, which Swor helped draft, assisted the Corps in being authorized the second largest ecosystem restoration program in the country, a \$307 million program second only to the Everglades restoration.

In putting together the program, the team had certain goals. "The top three goals are to restore aquatic environments, to restore flood damaged terrestrial environments, and to protect wetlands," said Swor. "The program is confined to the Ohio River corridor, which is loosely

defined as the Ohio River and its flood plain."

The Environmental Study recommends a 15-year program restoring aquatic areas along the Ohio River.

"It is a program that seeks to undo some of the environmental damage that human activity has inflicted on the Ohio River and its flood plain over the last several hundred years," said Swor. "It is industry, mining, conversion of forested bottomlands to agriculture uses, use of the

river itself, impoundments, etc."

Because of Swor's and the team's work, the Program was authorized in the Water Resource Development Act of 2000 and is a specific authority.

"One of the key things the authorization recognizes is the connection of the river and the flood plain and treats them as one ecological entity," said Swor. "This authority is specific for an aquatic ecosystem restoration, which limits how far you can go onto the flood plain." □

Next AMSC Enrollment Deadline Nears

The deadline to enroll in the next Sustaining Base Leadership and Management course is June 5.

The college-level course will start Sept. 17 at the Army Management Staff College, Fort Belvoir, Va. The course is specifically designed to educate civilian and military personnel who will become the future leaders of the sustaining base, AMSC officials said.

Civilians in grades GS12-14 may apply on line. GS-11s and 15s may

apply by exception, AMSC officials said. They added that majors and lieutenant colonels can request attendance through their branch managers. On-line applications must be approved by supervisors and reach headquarters, Department of the Army by June 5, officials said.

For more information, the AMSC web address is www.amsc.belvoir.army.mil. □